

City of Kansas City, Missouri Special Committee on Small Business

Report of Findings, Recommendations and Ongoing Actions

December 8, 2011

Members of the Special Committee on Small Business:

Councilman Scott Taylor, 6th District at-Large, Chair Councilman Scott Wagner, 1st District at-Large, Vice-Chair Councilman Jermaine Reed, 3rd District Councilwoman Cindy Circo, Mayor Pro Tem, 5th District at-Large

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Kansas City, Missouri's Business Customer Service Center

1. Introduction

The Special Committee on Small Business was established on June 1, 2011, and is chaired by Sixth District at-Large Councilman Scott Taylor. Committee members include Third District Councilman Jermaine Reed, First District at-Large Councilman Scott Wagner and Mayor Pro Tem/Fifth District at-Large Councilwoman Cindy Circo. The Committee was established by Mayor Sly James and Councilman Taylor as a result of issues they heard during their candidacies. The Committee is focused on cutting red tape and streamlining City services related to doing business in, and with, the City of Kansas City, Missouri. This is the first time ever that a City Council committee has been formed specifically to address the needs of small businesses in Kansas City, Missouri.

In announcing the formation of the Committee, Mayor James stated, "I am confident that this committee under Councilman Taylor's leadership will produce quality results. Cutting red tape and bringing new thinking to how City Hall works was one of the 4E's I campaigned on: Efficiency. Frankly, we can talk until we are blue in the face about being a City that encourages entrepreneurship, but if we are serious about fostering business we need to make it easier to open a business in Kansas City."

The primary goals of the new Committee include expediting and streamlining licensing processes for start-up small businesses; reviewing further consolidation of City functions by expanding business start-up services offered at KC BizCare; and encouraging efforts of the City in assisting minority-owned start-up businesses. The committee will seek input from small business owners and staff in order to ensure successful implementation of these efforts.

"Great cities are built on a solid business climate that fosters innovation and entrepreneurship," said Councilman Taylor. "We want to create this type of environment to not only benefit the business community, but the long-term health of the City."

Including the final hearing on December 1, 2011, the Committee has held a record 17 public hearings for small businesses including six evening meetings and has heard testimony from City departments, business support organizations, related government agencies and over 100 small business owners. In addition to this public testimony, the Committee has also received feedback from a variety of other sources including individual civic leaders, strategic community partners such as the Economic Development Corporation of Kansas City, the Greater Kansas City Chamber of Commerce, and a multitude of other individuals who are actively engaged with the city in the process of serving the business community. The Committee also received comments and ideas online via www.kcmomentum.com. The evening meetings - informally called "taking it to the streets" - have been successful in demonstrating the Committee's commitment to the community. After the first evening meeting in City Hall, the committee held Monday night meetings at Sylvia's Deli located in the Westside neighborhood in the 4th District, Alpha Energy & Electric at 34th & Troost in the 3rd District,

Faulkner's Ranch & Pumpkin Farm at 10600 Raytown Road in the 6th District, Cascone's Restaurant at 3737 North Oak Trafficway in the 1st District, and The Well at 7421 Broadway in the 4th District.

The Committee has identified 67 recommendations and is proactively working with City staff and the business community to achieve the committee's goals of cutting red tape and streamlining City services. Recognizing the need to act quickly to address the needs of the small business community in today's economic climate, efforts are already underway in a number of these areas.

After our final hearing, the Committee will continue to meet quarterly for status updates and discussion of new issues in an effort to provide ongoing oversight and accountability for implementation of the Committee's recommendations.

Key Action Items

Create a positive, business-friendly customer service culture at City Hall and EDC.

Kansas City, Missouri is known for its friendly people and City government should reflect this image. The Committee recommendations support implementation of mandatory customer service training for all City employees and nationally recognized programs that create a culture of customer service and problem solving mentality are being evaluated to enhance the programs of the Human Resources Department.

• Enhance business-concierge services at KC BizCare to create the best physical one-stop shop in the United States.

KC BizCare staff and programs have been positively identified as useful and supportive of the business community throughout the testimony provided at the committee's hearings. The Committee is recommending further enhancements to KC BizCare services to support entrepreneurship and small business growth, including providing business intelligence data, enhanced infrastructure and connections to the local business community. KC BizCare staff should act as mediators and have authority to expedite solutions for the business community when and where ambiguity exists in the process of obtaining City approvals.

 Create the best virtual one-stop shop for small business in the United States at www.kcbizcare.com.

In addition to cutting red tape and streamlining City services, the Committee is recommending that the City's website be enhanced to provide immediate and complete access to City programs and services to be known as the best virtual one-stop shop for small business in the United States. With Google Fiber set for implementation in 2012, there is a major focus on apps for City services and these will be designed to provide access to City business services such as business licensing and 311 Action Center.

Create better access to capital for local companies.

The committee has heard from the business community and is recommending that the Economic Development Corporation of Kansas City, Missouri (EDC) create a comprehensive list of publicly available financing programs and make this information available online. Early testimony highlighted the fact that an important subcategory of small businesses includes micro-businesses that employ 1-5 people. Many of these micro-businesses are being started during the economic downturn due to layoffs. Individuals are creating an opportunity by starting a new business from their home but need access to capital. The committee has already taken actions to implement a micro-loan program in order to address the financial needs of all businesses - including micro-business start-ups. Additional capital resources are being identified for the program.

Market the City's business-friendly programs on Channel 2 and online.

The committee recommendations support increased marketing efforts by City staff to highlight areas where we are already providing superior service to our customers. In response, City Communications has already produced a KC BizCare video that is streaming on the website. This video shows the offerings of KC BizCare from the viewpoint of the business owner walking into the KC BizCare office. City Communications is also producing a video highlighting the Small Business Division of the Human Relations Department and an Entrepreneur Video Series. City staff are also investigating creation of a KC BizCare Mobile App that would provide on-the-go access to City Hall. This innovative effort will be the first app for the City of Kansas City, Missouri.

2. Status Report on Major Issues Identified Through Public Testimony and Recommendations for Further Action by City Departments and Agencies

Expedite and Streamline Business Licensing Processes

A. Implement a Citywide Customer Service Initiative – Creating the Business-Friendly City

Kansas City, Missouri is known for its friendly people - City Hall and the Economic Development Corporation of Kansas City (EDC) should be no exception. We recognize our role in the success of our business community as well as the benefits to our citizens received when services are delivered in a friendly and professional manner. City staff in Human Resources and the City Manager's Office are looking at options for supplementing the customer service training provided in-house with nationally recognized customer service programs.

In support of this recommendation, City Manager Troy Schulte challenged all City employees to make July a month without the word "no." This seemingly simple gesture created a paradigm shift in thinking - requiring a cooperative, solutions-based discussion of options for complying with City

regulations. The City Manager has also instituted a program of publishing customer service "thank you" letters received by City staff in the monthly Fountain Pen newsletter.

The committee invited testimony from several local businesses with reputations for outstanding customer service cultures within their organizations. The committee also invited City department directors to listen to the testimony and join the discussion regarding creating a culture of customer service, empowering City staff with skill sets to resolve any issues and streamline the business experience with City Hall. These presentations shared common themes of providing a positive and supportive environment for employees, empowering employees to solve problems for customers, supporting and encouraging employee engagement with the community and ongoing customer service training programs.

On June 16, 2011, the Mayor and City Council established the Rich Noll Pacesetter Award which will be given to one or more City workers on a regular basis as nominated by the public and other City stakeholders who has shown extraordinary service to the residents and businesses of Kansas City. This program has been successful in recognizing City employees for their success in the areas of customer service, timeliness, communication skills, concern for co-workers/ residents, project completion and difficulty of achievement or task.

Recommendation A-1: Provide a nationally recognized training program to create a positive, business-friendly culture of customer service at City Hall and EDC. This program will provide supervisors and managers with the tools and resources to assist in hiring and coaching employees to provide excellent customer service. Every City employee, from department head to front line staff, must treat each citizen as a customer or client.

Status: Proposing in FY2013 Budget

Recommendation A-2: Implement a Secret Shopper program as an incentive to provide excellent customer service.

Status: Under consideration

Recommendation A-3: Publish "thank you" letters received by City staff in the Fountain Pen.

Status: Completed

Recommendation A-4: Overhaul the City's website to highlight the Business-Friendly City initiative and create an easily followed path to a complete online directory of KC BizCare services including links to follow us on twitter, LinkedIn and facebook.

Status: In Process

Recommendation A-5: Expand the Rich Noll Pacesetter award program to include a City-wide Employee of the Month Program to recognize excellent customer service to include a photo or story on Channel 2.

Status: In Process

Recommendation A-6: Increase City employee involvement in the community through engagement with neighborhood and business associations, civic groups, charitable organizations, and others in order to build goodwill.

Status: In Process

Recommendation A-7: Revise the Leadership Performance Appraisal for exempt employees to include a specific professional skill and competency category for support of the customer service culture.

Status: In Process

B. Create a Business Process Management Team

Testimony at the committee and discussions with City department heads in City Planning & Development, Finance, Fire, Health, Human Relations, Information Technology and Neighborhood & Community Services lead to the formation of the Business Process Management Team. The committee recommended that, as in the business world, in order for there to be efficient coordination it is critical to get all departments in the same room to talk and share ideas. The team has been formed and is working on a web-based system that will lead to greater internal information sharing and collaboration among City departments and a virtual one-stop shop for the business community. Rather than requiring business owners to take their time gathering information from several City departments and other government agencies, the virtual one-stop shop will enable our customers to conduct most of their business online at hours of their convenience and minimize trips to City offices to those that may require personal interaction to complete.

This effort is benefiting City departments as well in that we are sharing best practices as we reengineer our systems to meet the demands of today's business customers. KC BizCare, the City's Business Customer Service Center, which opened in 2009, will be providing additional services and support to small business in the coming months as this process continues. Ideas such as an enhanced concierge service for small business, an ombudsman for the land development and permitting process, an ombudsman for labor issues in the City's contracting and purchasing services are being pursued through this team.

The new integrated tax system is a vital component of the goals of the Business Process Management Team. Migration to the new system and away from the aging legacy system will allow for integration of information between departments. The new system will allow small businesses to conduct many of their licensing and tax filings and payments online. Further, it will allow businesses to monitor all their own accounts from their own computers.

Recommendation B-1: Create a process for City staff to share ideas and best practices for providing excellent customer service and innovation of City processes.

Status: Completed

Recommendation B-2: Establish service level agreements describing purpose of agreement, services to be provided and performance measures to be achieved with each City Department and division.

Status: In Process

Recommendation B-3: Implement a new Integrated Tax System.

Status: In Process

C. Streamline Food Handler Permit Requirements

The Health Department's Food Handler Permit process requires mandatory training and testing of persons handling food in all licensed food service establishments and includes a fee that has been perceived as a barrier to employment to a work force that is often made up of individuals from economically distressed portions of our community. At the request of the Committee, the Health Department proposed amendments to the code that would increase the Food Permit fee paid by food service establishment in an amount that would offset and allow the removal of the fee for the Food Handler Permit. Health Department staff are now in the process of building consensus with stakeholders and will be bringing the agreed upon amendment to the City Council for consideration in the first quarter of 2012. It should be noted that the current program was statistically effective but the program was seen as a barrier to employment. Recent collaborative discussions with the food service industry have helped to streamline the process. The program of training and permitting all food handlers will be revised to require only the on-duty food service manager to be trained through a City approved training program and licensed by the City. This will remove a barrier to employment of food service workers. The manager will then be responsible for training employees of the establishment and compliance with food service regulations. The new program will both ensure public safety and provide employment opportunities. It is estimated that more inspections will be possible through this streamlined procedure.

Recommendation C-1: Reduce or eliminate employee-paid fees for Food Handler permits which are seen as a barrier to employment.

Status: In Process

Recommendation C-2: Remove the requirement for food handler card which is seen as a

barrier to employment.

Status: In Process

D. Review Liquor Server Permit Requirements

The Neighborhood & Community Services Department – Regulated Industries Division's Liquor Server Permit has developed a similar perception as described for the Food Handler Permit. The process of revising Liquor Permit fees in a similar manner requires authorization of amendments to the State of

Missouri Liquor Code and the issues is a legislative priority of the City in the State's upcoming legislative session. The requirement is necessary to ensure proper background checks for persons employed in the liquor industry. Further review of applicable fees will be made subject to budgetary needs of the City and fee restrictions under State law.

Recommendation D-1: Reduce or eliminate employee-paid fees for Liquor Server permits which are seen as a barrier to employment.

Status: Legislative Priority

E. Review the Liquor License Consent Verification Process

City staff are proposing revisions to the requirement that all consents submitted in support of a liquor license be notarized. The industry has reported on numerous occasions how cumbersome this is in the consent process. Not only must they contact an eligible consenter and make arrangements for a date and time to meet, they must also ensure they have a notary present with them to notarize the consenter's signature. The truth is many times all of the signatures are gathered and a notary notarizes the forms when the signatory is not actually present. City staff have adopted an efficient administrative practice of routinely confirming signed consents by contacting the consenters directly. This verification process has been especially effective in cases where the license is being hotly contested or there is other reason to suspect possible forgery. This process has been very effective and does not rely on a notary.

Recommendation E-1: Eliminate the requirement for notarized consent signatures and implement a procedure of direct verification of consent for liquor licensing.

Status: In Process

F. Review the Tax Clearance Verification Prior to Licensing

City staff have identified the current ordinance requirement that an applicant must submit a no tax due letter when making application or renewing their liquor license as a potential barrier to business expansion. The problem is, especially in the current economy, that there are applicants who owe money and have worked out a payment arrangement with the Finance Department. City staff in Finance and Neighborhood & Community Service's Regulated Industries Division are working together on a proposal.

Recommendation F-1: Eliminate the requirement for a Tax Clearance letter for applications for liquor license issuance or renewal.

Status: In Process

G. Review application processes for Sidewalk Cafe' Permits

Public testimony discussed the cumbersome processes required to be administered through Neighborhood & Community Services, City Planning & Development, Public Works and Finance in order

to obtain a sidewalk cafe' permit. City staff met with stakeholders and drafted revised regulations that were approved by the City Council earlier this year.

Recommendation G-1: Streamline the application processes for issuance of sidewalk cafe' permits.

Status: Completed

H. Review Traffic Control Permit Requirements and Notifications for Marathons on City Streets

Public testimony discussed the major disruptions and business interruptions that can occur during major marathon events in the city. There are now nearly 50 large marathons run annually on City streets and while the business community is generally supportive of these activities, there is a need to ensure business continuity during these events. City staff and stakeholders are currently reviewing existing regulations and programs in an effort to improve communications with business and property owners early in the event planning process.

Recommendation H-1: Revise regulations and notification processes for marathons using city streets to allow business continuity during events.

Status: In Process

I. Establish an Ombudsman Program for the Land Development Process

This issue is identified as an area of concern in the EDC Business Survey and an effort is likely to become organized with the development community to begin roundtable discussions of how this program should be organized and to obtain more stakeholder discussions of their needs. The land development process includes involvement on most projects from the EDC, City Planning & Development, Fire, Water Services, Health, Neighborhood & Community Services, and Public Works. Staff in these departments and agencies should understand their role in the success of development community partners. These staff have the experience and technical knowledge necessary to ensure the successful implementation of the shared goals of the City Council, neighborhoods and our development community partners. While these are regulatory agencies, there must be constant evaluation of the intentions of efforts, timely delivery of service, timely and dependable decision making in an effort to provide a higher level of predictability and certainty to City processes.

Business surveys have recently been incorporated into the area plan development process and this practice should continue with future area plans. The survey instrument should be the same as utilized in the EDC's annual business survey and care should be taken to ensure the survey is statistically valid for each area plan's geographic area.

Recommendation I-1: Establish a coordinated Ombudsman program administered by the City Manager's Office to ensure City Departments are cooperating with the land development community to provide a high level of predictability and certainty to the process.

Status: In Process

Recommendation I-2: Provide written documentation of issues discussed at Development Assistance Team meetings.

Status: In Process

Recommendation I-3: Require City staff to clearly define the difference between "requirements" and "recommendations" in discussions with clients, plans review comments and staff reports.

Status: In Process

Recommendation I-4: Encourage City staff involved in the plans review process to contact the owner's design team for information or clarification of issues during the first review of the plans.

Status: In Process

Recommendation I-5: Continue the practice of including business surveys in the process of establishing area plans and integrate this program into the EDC's annual business survey program.

Status: In Process

J. Eliminate the Business License Tax

Public Testimony identified the business license tax as inequitable to various business classifications and suggested that alternatives that would be fair to all businesses be implemented. The Committee referred this issue to the Citizens' Commission on Municipal Revenue. This issue was also considered by the Business License Task Force in their Summary and Recommendations, dated January 1, 2007. It will now be reviewed with all other City revenue streams by the Citizens' Commission.

Recommendation J-1: Review options for elimination of the business license tax while maintaining General Fund revenues.

Status: Referred to the Citizens' Commission on Municipal Revenue.

Consolidation of City functions by expanding business start-up services offered at KC BizCare

K. Enhance Concierge Services for Small Business

Public testimony recognized the success of the City's implementation of our business customer service center, KC BizCare, located at 1118 Oak Street. KC BizCare associates have been successful in creating

a positive business customer-friendly image for the City. Research programs that will allow us to provide entrepreneurs with market and real estate information, supportive infrastructure and opportunities for creating connections. KC BizCare staff are engaging with stakeholders to create a strategic plan.

KC BizCare has benefitted by the use of interns from local colleges and universities. Most recently, KC BizCare staff have collaborated with Rockhurst University students of the Helzberg School of Business in a class project that made recommendations for City services. This project included recommendations that the City provide open sourced data in the manner used by data.gov and others to enable app developers better access to City data.

The Committee supports the expansion of the City support for micro-enterprise start-up services offered by HRD's Small Business Division. Some of these services would include funds for more entrepreneur training and workshops.

Recommendation K-1: Continue to enhance and expand KC BizCare services to the business community including the use of video conferencing services such as Skype or Google Chat with City departments and outside partners.

Status: In Process

Recommendation K-2: Work with City departments and related business support agencies to develop business intelligence data that can be shared with City clients to support their business decisions.

Status: In Process

Recommendation K-3: Create true concierge services and empower KC BizCare staff to act as mediators and break log jams for the business community when and where ambiguity exists in the process of obtaining City approvals.

Status: In Process

Recommendation K-4: Create formal relationships between KC BizCare and Human Relation's Small Business Division and schools of business at area colleges and universities to provide free business consulting resources for small business, internships and other collaborative partnerships.

Status: In Process

Recommendation K-5: Open source City database information and provide access online to enable greater use of the City's data in developing apps and programs.

Status: In Process

Recommendation K-6: Expand support for micro-enterprise start-up services offered by Human Relation's Small Business Division.

Status: In Process

L. Create Public Private Partnerships – Partnering with the Business Community for our Shared Success

Working with the Greater Kansas City Chamber of Commerce, Downtown Council, and the Economic Development Corporation of Kansas City, the City has joined the Business Expansion Support Team (KC BEST) on CEO-to-CEO visits in order to demonstrate the City's commitment to listening to the needs of the business community and implementing needed change. City staff are now participating in regular meetings of the KC BEST Committee and are drafting service level agreements designed to increase the business owner's confidence in the reliability of City services. City staff in KC BizCare have been trained in the use of the 311 system and are in the process of setting up and training EDC staff.

The Greater Kansas City Chamber of Commerce has also recently announced the "Big 5" ideas for the KC region and the City should partner with the Chamber in this program. Specific to this Committee, "The Making of the Most Entrepreneurial City" initiative, championed by Peter deSilva, Chairman & CEO of UMB, is of shared interest in achieving the Committee's goals. This partnership should include the Human Relation's Small Business Division to assure the inclusion of micro-enterprises as related to entrepreneurship development and economic development within Kansas City's urban core.

Recommendation L-1: Create a public private partnership with the EDC for the economic benefit of the City and our citizens.

Status: Completed

Recommendation L-2: Establish service level agreements describing purpose of partnership, services to be provided and performance measures to be achieved with each partner served by the City.

Status: In Process

Recommendation L-3: Implement use of the City's 311 Action Center by KC BizCare and EDC staff for business related issues.

Status: In Process

Recommendation L-4: Partner with the Greater Kansas City Chamber of Commerce for the success of the Big 5's "The Making of the Most Entrepreneurial City" initiative.

Status: In Process

M. Remove Language Barriers to Small Business

Public testimony discussed the need for multi-lingual capabilities in customer service from City Hall. The City has over 90 associates fluent in over 26 languages and works with clients to ensure we are meeting their needs in their language. Kansas City is a global city and needs to better position itself for the global market. The City website and KCMOmentum are also available in multi-lingual formats. KC BizCare staff are working with HEDC for the translation of the Business Resource Guide provided in

hard-copy into Spanish. We have completed needed revisions to the document and are now providing the text to HEDC for translation.

Recommendation M-1: Provide City services and documents in multi-lingual formats to increase business opportunities.

Status: In Process

Recommendation M-2: Translate KC BizCare's Business Resource Guide into Spanish.

Status: In Process

<u>Increase Opportunities for Locally-owned Businesses and Knock Down Barriers for Minority-Owned Businesses</u>

N. Create and support Micro-lending programs and Micro-business Incubation

Early testimony at the committee identified that there were no active micro-lending programs serving micro-business enterprises lead to staff investigation of the issue. We quickly identified two major opportunities for establishing micro-lending programs in the city. On August 30, 2011, City staff submitted a statement of interest in the Kiva City micro-lending program (www.kiva.org/kivacity). We continue to monitor the status of this request. The committee encouraged City staff, to work with the Women's Employment Network and other stakeholders in implementing an SBA-backed micro-lending program operated by St. Louis-based Justine PETERSEN (www.justinepetersen.org). Justine PETERSEN is the 3rd ranked micro-lender in the United States. Councilman Taylor and Assistant to the City Manager Usher organized a meeting of multiple community program representatives with the City Manager to immediately implement a micro loan program supported by the City. As a result, Justine PETERSEN agreed to expedite implementation of their program. An introductory seminar and counseling sessions for 60 potential micro-loan candidates was hosted by the City on October 28, 2011. Four small businesses are now in the process of receiving funding. The City and other organizations are now reviewing options for expanding the program by increasing the loan loss reserve fund.

Recommendation N-1: Increase the City's participation in the Justine PETERSEN micro-loan program by providing additional funding of the loan loss reserve.

Status: In Process

Recommendation N-2: Support creation of additional micro-loan programs for micro-business enterprises.

Status: In Process

O. Provide More Access to Capital for Small Businesses

Public testimony discussed the need for transparency and marketing for the available programs offered by the many agencies administering loan and incentive programs locally and regionally. In September, Clay County EDC's Midwest Small Business Finance (MSBF) agency was awarded a \$1,000,000 grant in the SBA's Intermediary Lending Program (ILP). The ILP, which was awarded to only 20 agencies nationally, will provide funding for small business loans to finance start-ups and expansion, especially in markets where small business capital has been difficult. MSBF will be eligible for up to \$1 million in capital for individual loans as high as \$200,000. The ILP is available to businesses throughout the Kansas City metro area. There are many other loan programs available to local businesses that must be inventoried and marketed in a more transparent manner.

Additionally, Missouri does not currently offer a tax incentive to investors in startup companies. This is even more important today with the pending deployment of the Google Fiber Network which is already attracting international attention to Kansas City. Legislation is being developed through discussions at the Mayors Bi-State Innovations Team. A City Council resolution supporting this as one of the City's State legislative priorities should be passed.

Recommendation O-1: Create a comprehensive inventory or menu of financing and incentive programs offered for small businesses by the myriad of local and regional resources including the Economic Development Corporation of Kansas City, Missouri, Clay County EDC, Hispanic EDC, Community Development Financial Institutions (CDFIs), etc.

Status: In Process

Recommendation O-2: Establish a State legislative priority to support angel tax credit legislation that would incentivize private investors from both inside and outside the State of Missouri to invest in high-tech startup businesses and State-sponsored venture capital funds.

Status: Referred to the Legislative Committee

P. Analyze, Collaborate and Implement Solutions on EDC Business Survey Response

In the spring of 2011, the Economic Development Corporation, as part of the KC BEST initiative, conducted the first ever citywide business satisfaction survey. The purpose of this survey was to gather quantitative data about characteristics of businesses throughout the city as well as qualitative data about business satisfaction with city services.

The survey was administered by a combination of mail and phone to a sample of 3,000 establishments during the months of June and July of 2011. A total of 448 of the businesses completed the survey (325 by mail and 123 by phone), providing a precision of at least +/- 5% at the 95% level of confidence.

Based on the ratings that businesses provided for various city services and the extent to which 1) their current needs were being met AND 2) the relative importance of that service to the needs of their business, the following top ten (10) priorities were identified (in rank order). This list represents the areas where businesses would most like to see city resources targeted, with those at the top of the list being most needed.

- 1. Maintenance of City Streets and Buildings
- 2. Image of Area
- 3. Attitude of Local Government to Business
- 4. Safety/Security
- 5. Value Received from Local Taxation
- 6. Public K-12 Education
- 7. Overall Customer Service from City Employees
- 8. City Permitting Process
- 9. Police/Fire/Ambulance Services
- 10. City Development Review Process

The Special Committee on Small Business is already working to address several of these concerns through other recommendations in this report including Attitude of Local Government to Business, Overall Customer Service from Employees, City Permitting and City Development Review processes. In addition to these efforts, the following six recommendations will help to ensure that the city is taking steps to fully utilize the information gathered in this survey. Policy changes relative to these recommendations will result in the most "bang for our buck" to address the needs of our business community based on this comprehensive and statistically valid information.

Regarding the Safety/Security survey topic, the Kansas City Police Department offers Crime Prevention Through Environmental Design (CPTED) assessments to business owners. These assessments identify and offer solutions to remedy physical construction and business layout conditions that may contribute to criminal activity.

Additionally, the Jackson County Prosecutor's Office has recently announced the Red Target program which is designed to empower small business owners to create a safe and secure business environment.

Recommendation P-1: Partner with EDC, The Chamber, Downtown Council and others in implementing the survey recommendations.

Status: In Process

Recommendation P-2: Incorporate Crime Prevention Through Environmental Design (CPTED) assessments by the Kansas City Police Department into information provided at KC BizCare.

Status: In Process

Recommendation P-3: Establish KC BizCare interface with Jackson County Prosecutor's Office's Red Target program to encourage small businesses to participate.

Status: In Process

Recommendation P-4: Conduct the EDC Business Survey annually and ensure that future surveys are statistically valid within the 18 City Planning & Development area plan geographic areas

Status: In Process

Recommendation P-5: Map EDC business survey responses to identify specific geographic areas where resources can be targeted for the highest impact of city investment to address these concerns.

Status: In Process

Recommendation P-6: Require City Departments to identify in their annual budget requests how they will address each of the EDC business Survey priorities through program activities and/or funding or staffing allocations.

Status: In Process

Q. Create Disadvantaged-, Women-, and Minority-Owned Business Enterprise (DWMBE) Opportunities

Public testimony discussed difficulties some firms are having in obtaining DWMBE certification from the Human Relations Department. Human Relations staff have developed their website to provide complete and descriptive information on the requirements for certification.

Public testimony discussed the need to partner with minority business support organizations to increase the number of certified DWMBEs eligible to provide services on City contracts. Human Resource's staff are working with local minority and women organizations to identify and certify firms from these respective memberships that are not certified and provide a unique service, thereby increasing MWBE availability on City projects. Additionally, City staff are in the process of identifying areas of potential work where there are currently none or only one certified DWMBEs eligible. In these instances, no minority participation goals can be set for City contracts, eliminating opportunities for DWMBE participation.

Public testimony suggested the parameters of the Small Local Business Enterprise (SLBE) program should be revised to increase the annual gross receipts cap from \$1.65 million to enable firms that are growing to stay in the program. More review needs to be done to determine an appropriate limit.

Recommendation Q-1: Increase opportunities for DWMBEs doing business in and with the City through a program of ensuring that there are at least two eligible DWMBE businesses in each scope of work category for City contracts.

Status: In Process

Recommendation Q-2: Establish or partner with existing programs to provide business management, bidding and human resources training for DWMBEs to increases their chances of winning and successfully completing City contracts.

Status: In Process

Recommendation Q-3: Increase the annual gross receipts cap in the SLBE program in order to allow firms to grow to a more competitive level.

Status: In Process

R. Create City Contracting Preference for KCMO-based Businesses

Public testimony discussed the benefits to the local economy and the City's tax base when small locally-owned firms receive City contracts. More money circulates through the local economy when goods and services are provided by locally-owned firms. It was suggested that the City establish a policy and programs which give preference to KCMO-based businesses in selecting contractors and vendors on City projects.

The Human Relations Department currently administers the Small Local Business Enterprise (SLBE) program which is designed to foster small business growth, competitive bidding, and service deliverables throughout the City. The SLBE program operates in a race and gender neutral manner and is designed to include all segments of the region's business community.

In addition, the Small Business Division of the Human Relations Department operates the Section 3 Program, which creates a contracting preference for Kansas City, Missouri based businesses (Section 3 Certified). These Section 3 businesses are small and locally owned and are given preference when they receive City contracts that are funded with HUD sourced dollars. Kansas City, Missouri's Section 3 program is recognized as a national model by the US Department of Housing and Urban Development for the best practices that it demonstrates on an annual basis.

Recommendation R-1: Review best practices for local preference for city contractors or vendors in US and propose changes where it can be shown that there is economic benefit to the City.

Status: In Process

S. Enhance Labor Relations on City Contracting Issues

Public testimony discussed the need for an Ombudsman position for the labor community that should be established to foster a stronger cohesive labor workforce and harmonious relationship with the City. This will also provide proper monitoring of contractor compliance with wage agreements. Public testimony suggested that a partnership be formed with the labor community to include one appointed representative from the labor community to have a desk in the City Manager's Office and access to the

City Manager to better open lines of communication with City Hall. City staff testified that the City is only able to monitor 20% of current contracts for compliance and that additional staff would be necessary to improve monitoring capabilities.

Recommendation S-1: Improve the City's monitoring capabilities related to compliance with wage agreements by partnering with organized labor.

Status: In Process

Recommendation S-2: Increase staffing by 2 positions in Human Relations to increase monitoring of contracts for compliance with prevailing wage, DWMBE requirements, etc.

Status: Propose in FY2012 budget

Recommendation S-3: Create a volunteer labor ombudsman position to interact with the City Manager's Office on labor issues.

Status: In Process

T. Strengthen debarment regulations

Contractors and vendors who have violated City contracting requirements were discussed in the public testimony and it was stated that while the company was debarred, very often, one or more of the principal owners of the company would continue to receive City contracts simply by forming a new company or business entity. It was discussed that these individuals should be personally debarred to prevent the ongoing behavior and further enforce the program's mission by making it even more clear that this behavior will not be tolerated. Human Relations and Law will need to review current regulations and best practices in the industry to propose necessary revisions.

Recommendation T-1: Strengthen debarment regulations for contractors and principal officers violating City contract requirements.

Status: In Process

U. Enhance Marketing & Outreach Efforts Related to Business

KC BizCare was established to create a business-friendly image for the City. The welcoming storefront and immediately available parking garage have been supportive of this concept. While KC BizCare has been getting high praise from customers - public testimony showed there are many companies that are not aware of the services yet. KC BizCare Business Advocates have been promoting our services by networking with chambers of commerce, area EDC's, business associations, neighborhood associations, and business support organizations. Interactions range from Business Advocates making presentations to these groups to simply networking at meetings and events in the business community. This outreach strategy of intentional rapport-building and collaboration has significantly changed the

business community's perceptions and has been successful in demonstrating the City's business-friendly intentions. As seen in the attached information, Business Advocates efforts have generated significant positive reporting in the media and in the publications of business community partners.

In addition to the personal interactions of our Business Advocates, KC BizCare also employs social media including facebook, LinkedIn and twitter to promote our services and the services of our resource partners.

Related to outreach and economic development, the Vine Street Economic Development Plan was adopted by the City Council on September 30, 2010, and has recently received the MO-APA Special Community Initiative Plan Award, the Award of Excellence from the ASLA – Central States Event and the Merit Award from the ASLA – Prairie Gateway Chapter. This plan outlines strategies, recommendations and action steps needed to revitalize the Vine Street District (9th Street to 29th Street, Troost to Prospect) and should be implemented.

Recommendation U-1: Expand marketing and outreach efforts to promote the Kansas City Business-Friendly initiative.

Status: In process

Recommendation U-2: Produce a KC BizCare video to be posted online and on Channel 2.

Status: Completed

Recommendation U-3: Produce a Small Business Division video to be posted online and on

Channel 2.

Status: In process

Recommendation U-4: Produce an Entrepreneurs Video Series highlighting KC's

entrepreneurial success stories to be posted online and on Channel 2.

Status: In process

Recommendation U-5: Create a KC Bizcare app that will provide mobile access to City Services available at www.kcbizcare.com.

Status: In Process

Recommendation U-6: Implement the Vine Street Economic Development Plan.

Status: In Process

V. Establish a website for public participation in the Committee

The committee quickly saw the need to provide alternative means for small business owners, who often have little time to attend public hearings, to express their concerns to the City. City staff were able to take advantage

of an existing contract with MindMixer and on August 3, 2011, www.KCMOmentum.com went live as not only a public involvement tool for the Special Committee on Small Business but as a virtual town hall for public input on a broad range of issues of importance to our citizens. This website has been valuable as a means of ensuring the committee is meeting the needs of small business.

Recommendation V-1: Establish website for public participation to enable business owners who cannot take time away from work to provide input to the committee.

Status: Completed

Recommendation V-2: Integrate KCMOmentum.com ideas into report recommendations and

post responses online.

Status: In process

W. Establish a procedure for notification of City projects affecting adjacent business activity.

Public Testimony discussed the extreme negative impact lack of communication and cooperation can have on small businesses when scheduled or emergency work in the City right-of-way causes disruption to their ability to serve customers or occupy their building. Everyone understands that maintenance of public streets and emergency repairs to public infrastructure are a fact of life. However, businesses are better able to adapt schedules, notify customers and employees, and appreciate the City's efforts when they are included in the communication early in the project for scheduled work and as soon as possible for emergency work. Business owners are also better able to provide input in the timing of events, such as water shut offs during off-peak customer service times, when they are informed. This has a heightened importance at the City starts on its \$2.5 billion combined sanitary sewer overflow control program

KCMOmentum ideas have included mobile apps that could be used to notify adjacent businesses and residents of coming projects. The City of Chicago has a mobile app that is used to text message residents when their street is being snowplowed. The City of Boston has a 311 mobile app.

Recommendation W-1: Use technology to rapidly inform business and property owners of scheduled and/or emergency work that may affect their business.

Status: Working with City departments to develop consistent, customer-friendly programs and mobile apps to enable notifications.

X. Create a Buy Local KC campaign to promote and support locally-owned businesses.

Many studies and the experiences of many communities show that well executed "buy local" campaigns can be highly beneficial to locally-owned small businesses. Therefore, in additional to a City contracting preference to the use of local contractors, it is recommended that the City facilitate a buy local campaign. American Express' "Small Business Saturday" campaign is in it's second year and has been supported by businesses and communities across the country. The 3/50 Project, which promotes spending at least \$50 per month at 3 locally-owned businesses, states that \$68 of every \$100 spent at locally-owned businesses returns to the community through taxes, payroll and other expenditures.

They state that only \$43 stays locally when spending is at a national chain. Regional efforts are already under way in the Kansas City area. More research and investigation should be done to understand these efforts and partner where it is in the City's best interest.

Recommendation X-1: Create a "Buy Local KC" campaign to promote and support locally-owned businesses in Kansas City, Missouri.

Status: In Process

Y. Streamline the City's internal contracting process and procedures.

Public testimony discussed the City's processes and procedures that are followed between the time that a project is funded by the City Council or Board of Parks & Recreation Commissioners and the notice to proceed to the contractor. Discussion centered on the impression that there is no coordinated effort or internal communication to expedite projects to the notice to proceed and that it may take 60 to 90 days before construction can start. It was suggested that significant time and cost savings could be realized if there was a system of concurrent processes rather than the sequentially unrelated process that seems to be in place at present.

Public testimony also discussed delays in reimbursements and payments to sub-contractors on City-financed projects and construction through Community Development Corporations. Delays of over 60 days were reported, often meaning that small businesses were forced to carry large accounts receivable for extended periods of time. This creates an undue financial burden on small contractors that the City is trying to foster to success.

Recommendation Y-1: Revise the City processes and procedures required to issue a notice to proceed on City contracts to provide for a concurrent and cooperative time and cost saving process.

Status: In Process

Recommendation Y-2: Review and revise contractor and sub-contractor payment procedures in projects funded by the City in order to provide reimbursements in a timely manner.

Status: In Process

Z. International Office for Business

Kansas City is a global city. The City hosted the first Futurallia conference of approximately 800 worldwide small businesses to be held in the United States in 2011. With the advancement of technology and increasing sophistication of small businesses in Kansas City to compete in the global market, the City should re-establish an International Office to help all businesses, small and large,

compete in the global economy. This reestablished office will be important for worldwide exposure for Kansas City small businesses during mega events such as the Greater Kansas City Chamber's World Symposium on Animal Health in 2013, the All-Star Game in 2012, and future events with a global audience.

Recommendation Z-1: Working with the Office of the Mayor, establish one position to head an International Office for Business for the City.

Status: In Process

Recommendation Z-2: Leverage the City's Sister City program to advance international trade through local small businesses.

Status: In Process

3. Summary of Recommendations

#:	Recommendation:	Lead Agency:	Status:
A-1	Create a positive, business friendly culture of customer service at City Hall.	City Manager's Office	In Process (1)
A-2	Implement a Secret Shopper program as an incentive to provide excellent customer service.	Human Resources	In Process (1)
A-3	Publish "thank you" letters received by City staff in the Fountain Pen.	City Communications	Completed (1)
A-4	Overhaul the City's website to highlight the Business-Friendly City initiative and create an easily followed path to a complete online directory of KC BizCare services including links to follow us on twitter, LinkedIn and facebook.	City Communications	In Process (1)
A-5	Expand the Rich Noll Pacesetter Award Program to include a City-wide Employee of the Month Program to recognize excellent customer service to include a photo or story on Channel 2.	Human Resources	In Process (1)
A-6	Increase City employee involvement in the community through engagement with neighborhood and business associations, civic groups, charitable organizations, and others in order to build goodwill.	City Manager's Office and Human Resources	In Process (1)
A-7	Revise the Leadership Performance Appraisal for exempt employees to include a specific professional skill and competency category for support of the customer service culture.	Human Resources	In Process (1)
B-1	Create a process for City staff to share ideas and best practices for providing excellent customer service and innovation of City processes.	City Manager's Office	Completed (1)
B-2	Establish service level agreements describing purpose of agreement, services to be provided and performance measures to be achieved with each City Department and division.	City Manager's Office	In Process (1)
B-3	Implement a new Integrated Revenue System.	Finance	In Process

			(2)
C-1	Reduce or eliminate employee-paid fees for food handler permits which are seen as a barrier to employment.	Health	In Process (2)
C-2	Remove the requirement for food handler certification which is seen as a barrier to employment.	Health	In Process (2)
D-1	Reduce or eliminate employee-paid fees for Liquor Server permits which are seen as a barrier to employment.	Neighborhood & Community Services	In Process (3)
E-1	Eliminate the requirement for notarized consent signatures and implement a procedure of direct verification of consent for liquor licensing.	Neighborhood & Community Services	In Process (2)
F-1	Eliminate the requirement for a Tax Clearance letter for applications for liquor license issuance or renewal.	Neighborhood & Community Services	In Process (2)
G-1	Streamline the application processes for issuance of sidewalk cafe' permits.	Neighborhood & Community Services and City Planning & Development	Completed (2)
H-1	Revise regulations and notification processes for marathons using city streets to allow business continuity during events.	Public Works	In Process (2)
I-1	Establish a coordinated program to ensure City departments are cooperating with the land development community to provide a high level of predictability and certainty to the process.	City Manager's Office	In Process (1)
I-2	Provide written documentation of issues discussed at Development Assistance Team meetings.	City Manager's Office	In Process (1)
I-3	Require City staff to clearly define the difference between "requirements" and "recommendations" in discussions with clients, plans review comments and	City Manager's Office	In Process (1)

	staff reports.		
I-4	Encourage City staff involved in the plans review process to contact the owner's design team for information or clarification of issues during the first review of the plans.	City Manager's Office	In Process (1)
I-5	Continue the practice of including business surveys in the process of establishing area plans and integrate this program into the EDC's annual business survey program.	City Planning & Development	In Process (1)
J-1	Review options for elimination of the business license tax while maintaining General Fund revenues.	Citizens' Commission on Municipal Revenue	Referred (2, 3)
K-1	Continue to enhance and expand KC BizCare services to the business community.	KC BizCare	In Process (1)
K-2	Work with City departments and related business support agencies to develop business intelligence data that can be shared with our clients to support their business decisions.	KC BizCare	In Process (1)
K-3	Empower KC BizCare staff to act as mediators and break log jams for the business community when and where ambiguity exists in the process of obtaining City approvals.	KC BizCare	In Process (1)
K-4	Create formal relationships between KC BizCare and Human Relation's Small Business Division and schools of business at area colleges and universities to provide free business consulting resources for small business, internships and other collaborative partnerships.	KC BizCare	In Process (1)
K-5	Open source City database information and provide access online to enable greater use of the City's data in developing apps and programs.	City Manager's Office & Information Technology	In Process (1)
K-6	Expand support for micro-enterprise start-up	Human Relations	In Process

	services offered by Human Relation's Small Business Division.		(1, 2)
L-1	Create a public private partnership with the EDC for the economic benefit of the City and our citizens.	City Manager's Office	Completed (1)
L-2	Establish service level agreements with Public- Private Partners describing purposed of partnership, services to be provided and performance measures to be achieved with each partner served by the City.	City Manager's Office	In Process (1)
L-3	Implement use of the City's 311 Action Center by KC BizCare and EDC staff for business related issues.	City Manager's Office	In Process (1)
L-4	Partner with the Greater Kansas City Chamber of Commerce for the success of the Big 5's "The Making of the Most Entrepreneurial City" initiative.	City Manager's Office	In Process (1)
M-1	Provide City services and documents in multi-lingual formats to increase business opportunities.	KC BizCare	In Process (1)
M-2	Translate KC BizCare's Business Resource Guide into Spanish.	KC BizCare	In Process (1)
N-1	Increase the City's participation in the Justine PETERSEN micro-loan program by providing additional funding of the loan loss reserve.	City Manager's Office	In Process (1, 2)
N-2	Support creation of additional micro-loan programs for micro-business enterprises.	City Manager's Office	In Process (1, 2)
O-1	Create an comprehensive inventory of financing and incentive programs offered by the myriad of local and regional resources including the Economic Development Corporation of Kansas City, Missouri, Clay County EDC, Hispanic EDC, Community Development Financial Intuitions (CDFIs), etc.	EDC	In Process (1)
0-2	Establish a State legislative priority to support legislation that would incentivize private investors from both inside and outside the State of Missouri to invest in businesses and State-sponsored venture	Legislative Committee	In Process (3)

	capital funds.		
P-1	Partner with the EDC, the Chamber, Downtown Council and others in developing and implementing recommendations based on the EDC Business Survey.	City Manager's Office	In Process (1)
P-2	Incorporate Crime Prevention Through Environmental Design (CPTED) assessments by the Kansas City Police Department into information provided at KC BizCare.	KC BizCare	In Process (1)
P-3	Establish KC BizCare interface with Jackson County Prosecutor's Office's Red Target program to encourage small businesses to participate.	KC BizCare	In Process (1)
P-4	Conduct the EDC Business Survey annually and ensure that future surveys are statistically valid within the 18 City Planning & Development area plan geographic areas.	EDC	In Process (1)
P-5	Map EDC business survey responses to identify specific geographic areas where resources can be targeted for the highest impact of city investment to address these concerns.	EDC	In Process (1)
P-6	Require City Departments to identify in their annual budget requests how they will address each of the EDC business survey priorities through program activities and/or funding or staffing allocations.	EDC	In Process (1)
Q-1	Increase opportunities for DWMBEs doing business in and with the City through a program of ensuring that there are at least two eligible DWMBE businesses in each scope of work category for City contracts.	Human Relations	In Process (1, 2)
Q-2	Establish or partner with existing programs to provide business management, bidding and human resources training for DWMBEs to increase their chances of winning and successfully completing City contracts.	Human Relations	In Process (1)

Q-3	Increase the annual gross receipts cap in the SLBE program in order to allow firms to grow to a more competitive level.	Human Relations	In Process (2)
R-1	Review best practices for local preference for city contractors or vendors in US and propose changes where it can be shown that there is economic benefit to the City.	Human Relations	In Process (1)
S-1	Improve the City's monitoring capabilities related to compliance with contract wage requirements.	Human Relations	In Process (1)
S-2	Increase staffing in Human Relations by two employees to increase monitoring of contracts for compliance with prevailing wage, DMBWE requirements, etc.		In Process (2)
S-3	Create a volunteer labor ombudsman position to interact with the City Manager's Office on labor issues.	City Manager's Office	In Process (1, 2)
T-1	Strengthen debarment regulations for contractors and principal officers violating City contract requirements.	Human Relations	In Process (2)
U-1	Expand marketing and outreach efforts to promote the Kansas City Business-Friendly Initiative.	KC BizCare	In Process (1)
U-2	Produce a KC BizCare video to be posted online and on Channel 2.	City Communications	Completed (1)
U-3	Produce a Small Business Division video to be posted online and on Channel 2.	City Communications	In Process (1)
U-4	Produce an Entrepreneurs Video Series highlighting KC's entrepreneurial success stories to be posted online and on Channel 2.	City Communications	In Process (1)
U-5	Create a KC Bizcare app that will provide mobile access to City Services available at www.kcbizcare.com.	City Manager's Office	In Process
U-6	Implement the Vine Street Economic Development	City Planning &	In Process

	Plan.	Development	(1)
V-1	Establish website for public participation to enable business owners who cannot take time away from work to provide input to the committee.	City Communications	Completed (1)
V-2	Integrate ideas from www.KCMOmentum.com into report recommendations and post response online.	City Manager's Office	In Process (1)
W-1	Use technology to rapidly inform business and property owners of scheduled and/or emergency work that may affect their business.	City Manager's Office	In Process (1)
X-1	Create a "Buy Local KC" campaign to promote and support locally-owned businesses.	City Manager's Office	In Process (1)
Y-1	Revise the City processes and procedures required to issue a notice to proceed on City contracts to provide for a concurrent and cooperative time and cost saving process.	City Manager's Office	In Process (1, 2)
Y-2	Review and revise contractor and sub-contractor payment procedures in projects funded by the City in order to provide reimbursements in a timely manner.	City Manager's Office	In Process (1, 2)
Z-1	Working with the Office of the Mayor, establish one position to head an International Office for Business for the City.	City Manager's Office	In Process (1, 2)
Z-2	Leverage the City's Sister City program to advance international trade through local small businesses.	City Manager's Office	In Process (1, 2)
	 Administrative Change Ordinance Change State Legislative Change 		

4. Topics and Speakers Guide from the Committee Sessions

Hearing:	Topics:	Speakers:
Thursday June 16, 2011 City Hall, noon	City department overviews of licensing, permits, registrations and regulation	John Pajor and Angelene Grady, KC BizCare Mari Ruck and Sharon Miller, Business License Floyd Peoples and Frank Titone, Fire Marshall's Office
Thursday June 23, 2011 City Hall, noon	City department & agency overviews, continued	Gary Majors and David Park, NCS/Regulated Industries Rex Archer and Bert Malone, Health/ Food Protection Tom Coyle, Greg Franzen, Jomy John; City Planning and Development Jeff Kaczmarek, EDC Bill Nigro, Westport Merchants Association
Thursday June 30, 2011 City Hall, 7 pm	Additional testimony from chambers of commerce and small businesses	Brande Stitt, Greater KC Chamber Karen Zeci, American Micro Carlos Gomez, Hispanic Chamber Richard Zarate, HEDC Bobbi Baker-Hughes, Northeast Chamber Dave Mecklenburg, Northland Chamber Chuck Byrd, Black Chamber Steve Ornduff, Moly-Cop USA Greg Patterson, Greg Patterson & Associates Kay Saunders and Jamie Henry, Bellweather Global Lord Hathaway, The Masquerade Event Hall Phil Goode Jason Pryor, KC Restaurant Assoc. Babette Macy, KC Industrial Council Saste Mosely, Mosely Farm Katie Henry Diane Burnette, Maincor
Thursday July 21, 2011 City Hall, Noon	Micro-businesses, and staff from KCMO City Communications and Information Technology	J. Ryan Landry Larry Goldblatt Dennis Gagnon, City Communications Ivan Drinks, Information Technology Department

Thursday July 28, 2011 City Hall, Noon	Work session	Rick Usher, City Manager's Office Lee Hinkle, Information Technology Department Mari Ruck, Commissioner of Revenue John Pajor, KC BizCare
Thursday August 4, 2011 City Hall, Noon	Agency testimony and City Communications	Gary Sage and Jennifer Presberry, EDC Dennis Gagnon, City Communications
Thursday August 18, 2011 City Hall, Noon	Staff testimony, Business Licensing, Regulated Industries, KC BizCare	Jacqueline Prelow, Terri Morehead, Tiffany Berry, Jonathan B. Smith; Business License Rebecca Lahann, Human Resources Tiffeny Douglas, Contractor Licensing Jim Ready, Regulated Industries Sharon Kingsbury, KC BizCare
Thursday August 25, 2011 City Hall, Noon	MBE, WBE, prevailing wage testimony from staff and labor	Phillip Yelder, Human Relations Pat Dujakovich, KC AFL-CIO Kevin King, Roofers Local 20 Joe Hudson, Carpenter's District Council of Greater KC and St. Louis
Monday August 29, 2011 Sylvia's, Deli, 7 pm	Barriers to business	Benardo Ramirez, HEDC Sylvia Ria, Sylvia's Deli Richard Zarate, HEDC Beto Lopez, BetLop Vending Carmen Lopez, HEDC Sando Viscara Carlos Gomez, Hispanic Chamber Sherry Parr, The Brick Lorine Rost Craig Bates Lali Garcia
Thursday September 8, 2011 City Hall, Noon	The role of the City Plan Commission and the Board of Zoning Adjustment	Tom Coyle, City Planning & Development
Monday	Barriers to business	Gabriel Okafor, Alpha Energy & Electric

September 26, 2011 Alpha Energy & Electric, 7 pm		Company Edwina Jones, Small Business Development Center Chuck Byrd, Black Chamber Ken Bonar, SCORE Rusty Mudgett, Mark One Electric Tapan Banerjee, TapanAm Associates Coulter Devries, Esq. Peter Hughes, Center City Neighborhood Association Raymond Kuagu, Premier Engineering Michael Byrd, Consulting with Integrity, LLC Lowell Dixon, Dell Plaster & Drywall
Thursday October 6, 2011 City Hall, Noon	Small Business Administration (SBA)	Linda Bailey, SBA Nada Neusinkvelt, SBA
Monday October 17, 2011 Faulkner's Ranch & Pumpkin Farm, 7 pm	Testimony from business owners, public, SCORE and EDC of KC	Bob Faulkner and Christine Loman, Faulkner's Ranch Ron Coker, Burns and McDonnell Barb Engel, Martin City CID Jennifer Finch Ken Bonar, SCORE Brian Hanson, The Marketing Fix Gary Sage, EDC of KC
Monday October 24, 2011 Cascone's, 7 pm	Barriers to business	Desmond Northcut, General Manager, Cascone's Jim Hampton, Executive Director, Clay County Economic Development Council Joe LaMothe, Midwest Terminal Warehouse Co. Dan Collins, DFC Enterprises Inc. Tim Kristl, Mitchell, Kristl & Lieber, P.C.
Thursday November 3, 2011 City Hall, Noon	"Google Fiber Entrepreneurs Day"	Mike Burke, Mayors' Bi-State Innovations Team Cameron Cushman, Kauffman Foundation David Scott, Downtown Council Business Attraction & Retention Committee Anne D'Angelo & Tyler Prochnow, thinkBIGpartners

		Jason Teeman, Innovation Cafe
Monday November 14, 2011 The Well, 7 pm	Funding/capital, Rockhurst High School students, public testimony on food & liquor permits, Health Department's 2011 Inspection Customer Satisfaction Survey & Results	Chris & Andy Llewellyn, Lew's and The Well Greg Patterson, Patterson & Associates Jason Pryor, Greater KC Restaurant Association David Jones, Art Gallery Owner Marcella Sirhandi, Shell Gas Station Owner Becky Beck, Waldo Business Association Board & Owner of American Family Insurance Branch Jim O'Brien, Owner of The Gaff, Mike's Tavern, Cantina Del Rey Toni Redmond, Restaurant Employee Todd Campbell, Owner of Fire Fly & Dark Horse Tavern Bert Malone, Health Department Sam Young, Ro Esch, Ryan Smith, Major Gaskin, Jr, Zion Gonzalez; Rockhurst High School
Thursday, December 1, 2011, City Hall, Noon	Local Small Business Customer Service Cultures	Kiva Gates - Gates Bar-B-Q Tom Roberts - CFM Distributors Stacy Barter - The Roasterie Gail Lozoff & Ed Brownell - Spin Pizza

Evening meetings in bold print

8. Marketing & Outreach

Press Releases, News Coverage and Social Media

Mayor James taps Councilman Taylor to head up committee on small business regulation Press Release June 1, 2011:

http://www.kcmo.org/CKCMO/NewsArchives/NewsArchives-2011/060111B

Kansas City committee aims to improve small business environment Kansas City Business Journal, June 1, 2011:

http://www.bizjournals.com/kansascity/news/2011/06/01/kansas-city-committee-aims-to-improve.html

Mayor Taps Taylor to Lead Small-biz Committee

KC News Monitor, June 1, 2011:

http://kcmonitor.com/kc-metro/mayor-taps-taylor-to-lead-small-biz-committee-3017

Councilman Taylor's webpage:

June 1, 2011:

http://www.kcmo.org/CKCMO/CityOfficials/CityCouncilOffice/CouncilmanScottTaylor/index.htm

Kansas City, MO Mayor Appoints Small Business Committee

Van Osdol & Macgruder PC, blog post, June 16, 2011:

http://www.vomer.com/kansas-city-mo-mayor-appoints-small-business-committee/

Special Committee on Small Business invites businesses to participate at a rare night committee meeting

Press release June 22, 2011 announcing June 30 evening meeting:

http://www.kcmo.org/CKCMO/NewsArchives/062211A

Mayor wants to cut red tape at City Hall? Good Luck.

The Kansas City Star Midwest Voices, Yael Aboulhalkah, June 27, 2011:

http://voices.kansascity.com/entries/cutting-red-tape-city-hall-good-luck/

KCMO Committee Seeks Small Business Input

The Thinking Bigger Guide, Twitter post, June 30, 2011:

http://ithinkbigger.com/news-updates/item/2872-kcmo-committee-seeks-small-business-input

City launches KCmomentum.com to engage residents

Press Release August 3, 2011

http://www.kcmo.org/CKCMO/NewsArchives/080311A

City's Special Committee on Small Business encourages input at evening meeting Press Release August 15, 2011 announcing evening meeting at Sylvia's Deli, August 27, 2011: http://www.kcmo.org/CKCMO/NewsArchives/081511A

KCMO's Special Committee on Small Business Encourages Input
Kansas City infoZine post of August 16 about upcoming August 29 evening meeting:
http://www.infozine.com/news/stories/op/storiesView/sid/48650/

Speak up for Your Business

Thinking Bigger Guide tweet on August 25 about August 29 evening meeting of Small Business Committee:

http://www.ithinkbigger.com/news-updates/item/2949-speak-up-for-your-business

Speak up for Your Business

Kansas City Council of Women Business Owners facebook post on August 25 about August 29 evening meeting:

http://www.facebook.com/permalink.php?story_fbid=104195879686503&id=127779502421

Small business owners invited to attend city meeting tonight at 7:00 p.m. Northeast News, August 29, 2011:

http://northeastnews.net/pages/?p=8230

City Hall Committee Talks Small Biz on Kansas City's Westside!!! Tony's Kansas City blog post August 29, 2011:

http://www.tonyskansascity.com/2011/08/tkc-breaking-and-exclusive-news-city.html

Special Committee on Small Business evening meeting at Sylvia's Deli, August 29 Councilman Taylor's facebook post of photos from the meeting, August 29:

http://www.facebook.com/pages/Councilman-Scott-Taylors-Office-6th-District-at-Large-KCMO/191150864273927

City's Special Committee on Small Business to hold evening meeting at Alpha Energy & Electric Press Release September 13, 2011, announcing meeting to be held September 26, 2011: http://www.kcmo.org/CKCMO/NewsArchives/091311B

City's Special Committee on Small Business to hold evening meeting at Alpha Energy & Electric Northeast News.net, article of September 13, 2011:

http://northeastnews.net/pages/?p=8468

In Brief/ Small Business Meeting is Monday The Kansas City Star, September 23, 2011:

http://www.kansascity.com/2011/09/23/3162785/in-brief-small-business-meeting.html

Small Businesses Make Suggestions to City of Kansas City Fox 4 News, September 26, 2011:

http://www.fox4kc.com/news/wdaf-comittee-small-business-meeting-20110926,0,1608633.story

Special Committee on Small Business to host meeting at Faulkner's Ranch and Pumpkin Farm Press Release October 10, 2011, announcing October 17, 2011 evening meeting: http://www.kcmo.org/CKCMO/NewsArchives/101011A

KC municipal services need to improve, survey of employers shows The Kansas City Star, October 18, 2011:

http://www.kansascity.com/2011/10/17/3213507/kc-municipal-services-need-to.html

Special Committee on Small Business to host meeting at Cascone's Italian Restaurant on Oct. 24 Press Release October 18, 2011 announcing October 24, 2011 evening meeting: http://www.kcmo.org/CKCMO/NewsArchives/101811D

KCMO: Special Committee on Small Business Greater Kansas City Examiner, October 21, 2011:

http://www.examiner.com/kansas-city-in-kansas-city/kcmo-special-committee-on-small-businesses

Reminder: Special Committee on Small Business will meet tonight at Cascone's Italian Restaurant Press Release October 24, 2011:

http://www.kcmo.org/CKCMO/NewsArchives/102411A

KC council committee meeting with small business owners nbc action news.com, October 24, 2011:

http://www.nbcactionnews.com/dpp/news/local_news/kc-council-committee-meeting-with-small-business-owners

Special Committee on Small Business to Host Meeting Tonight KC Metro.com, October 24, 2011:

http://kcmetro.com/2011102436139/local-news/kansas-city/special-committee-on-small-business-to-host-meeting-tonight.html

Special Committee on Small Business to host final offsite meeting at The Well Press Release November 2, 2011 announcing November 14, 2011 evening meeting: http://www.kcmo.org/CKCMO/NewsArchives/110211B

Special Committee on Small Business to host final offsite meeting at The Well Everything Waldo, facebook post, November 8, 2011:

http://www.facebook.com/note.php?note_id=269523943084594

KC Eyes Ways to Attract and Keep Businesses The Kansas City Star, December 5, 2011:

http://www.kansascity.com/2011/12/04/3302144/kc-eyes-ways-to-attract-and-keep.html

Small Business Committee to release report on how to "Cut the Red Tape" Press Release December 7, 2011:

http://www.kcmo.org/CKCMO/NewsArchives/120711B

Reference Materials:

- Governing Body Goal Setting Retreat Goal Refinement and Prioritization, City Manager's Office, May 20, 2011
- EDC Business Survey, October 2011
- Heart of the City Area Plan Employer Survey, July 2010
- Business License Task Force Summary and Recommendations, January 1, 2007